		City of th	ouston'i enormant	31%	System implen	nentation Project Plan	
ID	0	Task Name	Duration	Start	Finish	Resource Names	Comments/Notes
1	<u> </u>	Phase I: Training Development	77 days?	Tue 6/19/12	Wed 10/3/12	Project Team	<u> </u>
2	<b>III</b>	SharePoint Acquisition & LMS Content	6 days?	Mon 7/30/12	Mon 8/6/12	Special Assignment	S. Ward will explore and follow-up
3	<u> </u>	Revise Administrative Procedure (PM Process)	64 days?	Tue 6/19/12	Fri 9/14/12	Salary Admin.	
4	<b>~</b>	Review Draft AP	4 days?	Tue 6/19/12	Fri 6/22/12	Salary Admin.	Edits rec'vd from S. Ward, A. Haller, M. Walker, & C. Wilson
5	V	Receive AP Final Edits	4 days?	Mon 6/25/12	Thu 6/28/12	Salary Admin.	
6	~	Present Final Draft	1 day?	Thu 6/28/12	Thu 6/28/12	Salary Admin.	
7	<b>~</b>	Approval From ARA (First Pass)	15 days?	Fri 6/29/12	Thu 7/19/12	Salary Admin.	Estimated time to promulgate
8	<b>~</b>	Approve Revised AP (Team)	15 days?	Fri 6/29/12	Thu 7/19/12	PMSI Team	Soft approval - proceed with training dev.
9	V	Received & Implement Recommendations from ARA	9 days?	Mon 7/9/12	Thu 7/19/12	Salary Admin.	OCR discretion to share with HOPE Executive Officer
10	1	Approval From ARA (Second Pass)	42 days?	Thu 7/19/12	Fri 9/14/12	Salary Admin.	
11	<b>~</b>	Present Final Changes to the Team	1 day?	Thu 7/19/12		Salary Admin.	By noon - closed of business send notice Janet & Robbin
12	~	Approved Revised AP (OCR)	2 days?	Fri 7/20/12	Mon 7/23/12	O. Reid	OCR has the AP and will be reviewing it today
13	<b>*</b>	Send Final Draft to ARA	4 days?	Tue 7/24/12		Salary Admin.	<b>3,</b>
14	<b>Y</b>	Send to Department Directors	9 days?	Wed 8/8/12			Follow-up with OCR on the AP 3-20 (today)
15	<b>Y</b>	Send Final Draft Legal	7 days?	Wed 8/29/12	Thu 9/6/12		Follow-up with D. Fleming (Janet McCown)
16	Ě	Send Final Draft to Mayor	1 day?	Fri 9/14/12	Fri 9/14/12		Estimated time to promulgate
17		Revise Performance Management Guidelines	64 days?	Tue 6/19/12		Salary Admin.	Estimated time to promargate
18	-	Make Guidelines Revisions	5 days?	Tue 6/19/12		Cape Center	Edits rec'vd from S. Ward, R. Duplessis, A. Haller, & M. Walker
19	<b>V</b>	Receive Performance Management Guidelines Final Edits		Mon 6/25/12		Cape Center	Proofing & On Track (Carolyn will be dedicated)
	<b>Y</b>	-	22 days?			· .	, , , , , , , , , , , , , , , , , , , ,
20	<b>Y</b>	Review Guidelines by the Editorial Committee	9 days?	Tue 7/24/12			Editorial committee to vet by 7/27/2012; S. Ward Narrative; Positive & Activ
21	<b>V</b>	Approve Guideline Revisions (Initial)	7 days?	Fri 7/27/12	Mon 8/6/12		Marca de Circles Handen for out toward to a discount of a death of a death
22	<b>~</b>	Proceed with Training Development & Reformat Document	9 days?	Tue 7/31/12		Special Assignment	Move to Ericka Horton for reformat to adhere to dept. standards
23	<b>√</b>	Finalize reformat	1 day?	Fri 8/17/12		Special Assignment	OCR - will be required to review (provide dates and response times)
24	<b>~</b>	Send Final Reformat to O. Reid	1 day?	Mon 8/20/12		Salary Administration	
25	<b>√</b>	Send to Guidelines to Department Directors	6 days?	Tue 8/21/12		Dept. Directors	Includes ARA and Legal
26	<b>√</b>	Process Feedback	1 day?	Mon 8/27/12		Salary Administration	
27	$\checkmark$	Send to Legal for Review	1 day?	Thu 9/6/12		Salary Administration	
28	<b>III</b>	Approve HEAR Guidelines Final Iteration	15 days?	Mon 8/27/12	Fri 9/14/12	O. Reid	
29		Deploy Communications/Change Management	65 days?	Tue 6/26/12	Mon 9/24/12	Communications	
30	<b>√</b> 🙉	Connect Performance Mgmt. Project to City's Initiative	14 days?	Tue 6/26/12	Fri 7/13/12	Salary Admin.	Isolated event & dept. need to complete this activity
31	$\checkmark$	Notifies Dept. Directors of Strategic Initiative Across Depts.	14 days?	Tue 6/26/12	Fri 7/13/12	O. Reid	O. Reid should update dept. directors
32	<b>√</b>	Facilitate PM Rebranding Campaign	21 days?	Tue 6/26/12	Tue 7/24/12	Communications	Naming Contest (Use Suggestion)
33	$\checkmark$	Receive Rebranding Suggestions	5 days?	Tue 6/26/12	Mon 7/2/12	Salary Admin.	
34	<b>√</b>	O. Reid Vets Rebranding Suggestions with Directors	5 days?	Tue 6/26/12	Mon 7/2/12	O. Reid	OCR sent email to directors - responses expected by 7/12/12
35	<b>√</b>	Finalize Branding Campaign Top 3	9 days?	Tue 7/3/12	Fri 7/13/12	Cape Center	Created Branding Survey for Employees (In queue)
36	<b>√</b>	Poll Employees & Finalize Rebranding name	5 days?	Mon 7/16/12	Fri 7/20/12	Cape Center	Cape Ctr. Will facilitate and communicate results to LDR
37	<b>√</b>	Finalize Logo	6 days?	Mon 7/16/12	Mon 7/23/12	Communications	Received several mock-ups and the final "blue on blue" was approved
38	<b>V</b>	Send Broadcast Announcing New Brand & Logo	2 days?	Mon 7/23/12	Tue 7/24/12	Communications	Send by tomorrow 7/24/2012
39		O. Reid Introductory Memo	12 days?	Wed 8/1/12	Thu 8/16/12	Communications	
10	<b>V</b>	Draft & Approve Director's Introduction Memo	9 days?	Wed 8/1/12	Mon 8/13/12	Communications	Citywide distribution & Incorporate LMS Link for the Intro Video
11	<b>III</b>	Send Introduction Memo	1 day?	Thu 8/16/12	Thu 8/16/12	O. Reid	Discuss at Director's Memo (Release Flyer)
42	~	O. Reid Introductory Video	22 days?	Tue 6/26/12	Wed 7/25/12	Communications	
43	V	Draft Final Omar's Intro Video Script	16 days?	Tue 6/26/12	Tue 7/17/12	Communications	
44	<b>~</b>	Record Omar's Intro Video Script	1 day?	Wed 7/18/12		Communications	Record at 10:00 am at the E.B. Cape Center
45	<b>~</b>	Polish Omar's Intro Video Script	1 day?	Thu 7/19/12		Communications	•
46	<b>V</b>	Post Omar's Intro Video & Publish on LMS	5 days?	Thu 7/19/12		Cape Center	Connect intro PowerPoint message to the video

City of Houston Performance Management System Implementation Project Plan 31%								
D	0	Task Name	Duration	Start	Finish	Resource Names	Comments/Notes	
7	_	Mayor's Introductory Video	26 days?	Mon 8/20/12	Mon 9/24/12	Communications		
3	<b>√</b>	Follow-up with Janice Evans	5 days?	Mon 8/20/12	Fri 8/24/12	Mayor's Office		
)	<b>~</b>	Prepare Mayor's Script	1 day?	Mon 9/10/12	Mon 9/10/12	Communications		
)	<b>III</b>	Recording the Mayor's Presentation	1 day?	Mon 9/24/12	Mon 9/24/12	Mayor's Office	Proclamation Date	
	<b></b>	Prepare Mayor's HEAR Presentation for Distribution	1 day?	Mon 9/24/12	Mon 9/24/12	HTV		
2	<b></b>	Incorporate in the HEAR Training	1 day?	Mon 9/24/12	Mon 9/24/12	Cape Center		
3	i——	Council Connection	1 day?	Mon 8/27/12	Mon 8/27/12	T. Ramirez		
	<b>III</b>	Debrief Chiefs of Staff for each Council Office	1 day?	Mon 8/27/12	Mon 8/27/12	Vernita Jones		
;	~	Develop Introduction to Training	37 days?	Wed 6/27/12	Thu 8/16/12	Salary Admin.		
;	<b>V</b>	Publish Project 1-pager Flyer	37 days?	Wed 6/27/12	Thu 8/16/12	Communications	Send as an attachment with the introductory memo	
'		Stakeholder Presentations	44 days?	Mon 7/23/12	Thu 9/20/12	Project Mgmt.		
	<b>✓</b>	Preliminary Conversation with OCR Regarding Info Distribution	2 days?	Mon 7/23/12	Tue 7/24/12	Project Mgmt.		
	<b>V</b>	HOPE	5 days?	Mon 7/23/12	Fri 7/27/12	Project Mgmt.		
	<b>V</b>	HR Strategic Team Meeting	4 days?	Mon 7/23/12	Thu 7/26/12	Project Mgmt.	Recurrence	
	<b>III</b>	Department Directors	9 days?	Mon 7/23/12	Thu 8/2/12	Project Mgmt.		
2		Department Leadership Teams	28 days?	Tue 8/14/12	Thu 9/20/12	Project Mgmt.		
3	<b>~</b>	HDHHS Leadership Team	1 day?	Tue 8/14/12	Tue 8/14/12	Project Mgmt.		
1	-	PRD Leadership Team	1 day?	Fri 8/17/12	Fri 8/17/12	Project Mgmt.		
5	-	ITD Leadership Team	1 day?	Tue 8/21/12	Tue 8/21/12	Project Mgmt.		
		HPL Leadership Team	1 day?	Fri 8/31/12	Fri 8/31/12	Project Mgmt.		
,		PD Leadership Team	1 day?	Wed 9/5/12	Wed 9/5/12	Project Mgmt.		
3		SWD Leadership Team	1 day?	Thu 9/6/12	Thu 9/6/12	Project Mgmt.		
9		HAS Leadership Team	1 day?	Thu 9/6/12	Thu 9/6/12	Project Mgmt.		
)	/	MCD Leadership Team	1 day?	Mon 9/10/12	Mon 9/10/12	Project Mgmt.		
1	<u>.</u>	PWE Single Point of Contact (SPOC) Team	1 day?	Thu 9/13/12		Project Mgmt.		
2	<b>III</b>	HEC Leadership Team	1 day?	Wed 9/19/12	Wed 9/19/12	Project Mgmt.		
3		ARA Leadership Team	1 day?	Thu 9/20/12		Project Mgmt.		
4		·	,			, ,		
5	-	Project Webpage Development & Trinkets	49 days?	Wed 6/27/12	Mon 9/3/12	Communications	Will use Choice (Need Connection w/ Right People)	
6	/	Discovery	3 days?	Wed 6/27/12		Communications		
7	./	Development	21 days?	Fri 6/29/12		Communications	Confirm development timeline next week	
В	iii	Lanyards, Buttons, etc.	1 day?	Mon 9/3/12		Communications	<u> </u>	
9		Stakeholder Communications	26 days?	Mon 8/13/12		Communications		
0	/	Send Information Disclaimer to TTT	1 day?	Mon 8/13/12		Cape Center	P. Smith will use disclaimer as needed	
1		Send 3-Tier Training Strategy to Directors	6 days?	Mon 8/13/12		Cape Center		
2	in a	Send AP 3-20 Approval Announcement	1 day?	Mon 9/17/12		Communications	Follow current process (HR Director - Director, HR Dept., etc.)	
3		Send HEAR Process Guidelines Announcement	1 day?	Mon 9/17/12		Communications	Pushed back - being reviewed by Legal	
4		HTV Partnership (Marketing)	11 days?	Wed 8/22/12	Wed 9/5/12			
5	<u>*</u>	Initiate Discussion with HTV	3 days?	Wed 8/22/12		Project. Mgmt		
3	1/	Discuss HEAR Marketing Strategy with HTV	1 day?	Wed 9/5/12	Wed 9/5/12	-	Three deliverable: 1) MYR Video 2) Refresher 3) Success Story Highlight	
,	*	Develop Training Program	77 days?	Tue 6/19/12		Cape Center	, , , , , , , , , , , , , , , , , , , ,	
3	-	Identify Train-the-Trainer (TTT - Wave 1)	77 days?	Tue 6/19/12		Cape Center		
9	<b>√</b> Ø	Create Initial TTT List	11 days?	Tue 6/19/12		Cape Center	Confirm # of TTT for 5K users & Add Dept. to List	
)	<b>V</b>	Send Email to Director Requesting Possible TTT	2 days?	Tue 7/10/12		Cape Center	Send to Omar for Approval	
	<b>Y</b>	Receive Department Director Feedback	10 days?	Fri 7/20/12		Cape Center	Noel sent to Linda on 7/10 @ 4:44 pm	
1								

## City of Houston Performance Management System Implementation Project Plan 31%

ID	0	Task Name	Duration	Start	Finish	Resource Names	Comments/Notes
93	<b>√</b>	Draft & Approve Communications to TTT	8 days?	Thu 8/9/12	Mon 8/20/12	Cape Center	Will be required
94	<b>√</b>	Initial Communications (Welcome & Next Steps)	1 day?	Thu 8/9/12	Thu 8/9/12	Cape Center	
95	<b>√</b>	Send Secondary Communications	8 days?	Thu 8/9/12	Mon 8/20/12	Cape Center	3-Tier Training Strategy (forward from email sent to directors)
96	<b>√</b>	Manage TTT Commitment Lists	8 days?	Tue 7/31/12	Thu 8/9/12	Cape Center	Ongoing activity
97	<b>III</b>	Conduct TTT Orientation (General Overview)	1 day?	Wed 9/12/12	Wed 9/12/12	Cape Center	2 hrs - 9 -11 am (suggested agenda items sent to C. Jackson)
98	<b>III</b>	Train the TTT (Requires General Overview)	3 days?	Mon 10/1/12	Wed 10/3/12	Cape Center	Modified
99	1	Develop Manager/Supervisor (M/S) Curriculum	45 days?	Mon 7/30/12	Fri 9/28/12	Cape Center	
100	i	Develop Manager/Supervisor (M/S) Training Material	45 days?	Mon 7/30/12	Fri 9/28/12	Cape Center	4-hr Training
01		Create WBT on AP 3-20 (Required for all Mgrs/Sups)	40 days?	Fri 8/3/12	Thu 9/27/12	Cape Center	
02	<b>√</b>	Develop WBT	12 days?	Fri 8/3/12	Mon 8/20/12	Cape Center	These dates are soft as the dev. of the WBT is contingent on AP 3-20
03		Launch WBT	15 days?	Mon 8/27/12	Fri 9/14/12	Cape Center	These dates are soft as the dev. of the WBT is contingent on AP 3-20
04	<b>√</b>	Create a Audience Type for HEAR Trainers	1 day?	Mon 8/27/12	Mon 8/27/12	Cape Center	S. Ward will create audience type
05	<b>III</b>	Release WBT in the LMS	11 days?	Mon 8/27/12	Mon 9/10/12	Cape Center	
06	~	Identify Mgr./Sup. Targeted for WBT	11 days?	Mon 8/27/12	Mon 9/10/12	Cape Center	Use S. Ward
07	<b>~</b>	Fine Tune Mgr./Sup. List (Civilian)	3 days?	Mon 8/27/12	Wed 8/29/12	Cape Center	S. Ward send email for J. McCown for civilian lists
08	·	Fine Tune Mgr./Sup. List (Classified)	11 days?	Mon 8/27/12	Mon 9/10/12	Cape Center	D. Poor will deliver output file and validate list
09	<b>III</b>	Market it to Mgrs/Sups	13 days?	Wed 8/29/12	Fri 9/14/12	Cape Center	These dates are soft as the dev. of the WBT is contingent on AP 3-20
10	7	Confirm WBT Release Date	24 days?	Mon 8/27/12	Thu 9/27/12	O. Reid	Obtain approval from O. Reid
11	1	Training Plan	11 days?	Mon 7/30/12	Mon 8/13/12	Cape Center	Provide updates on the project plan creation
12	<b>III</b>	Develop a HEAR Best Practice (Sustainability)	11 days?	Mon 7/30/12		Cape Center	L. Porter; Dyanne Marks
13		Create Pre-work Activities	43 days?	Wed 8/1/12		Cape Center	Firm completion date is 9/10/12 (grace if needed)
14		Create Instructor Manual	43 days?	Wed 8/1/12		Cape Center	E.B. Cape will internally audit the final product and approve deliverable
15		Create Participant Manual	43 days?	Wed 8/1/12		Cape Center	E.B. Cape will internally audit the final product and approve deliverable
16		Create PowerPoint	43 days?	Wed 8/1/12		Cape Center	E.B. Cape will internally audit the final product and approve deliverable
17		Create Post-test	43 days?	Wed 8/1/12		Cape Center	E.B. Cape will internally audit the final product and approve deliverable
18		Present Final M/S Deliverable	43 days?	Wed 8/1/12		Cape Center	E.B. Cape will internally audit the final product and approve deliverable
19		Phase II: Training Deployment (M&S - Wave 2)	141 days?	Mon 7/2/12		Cape Center	2.5. Supe im internally addit the imal product and approve demonate
20	-	Training Roll-out (Wave 2)	130 days?	Mon 7/2/12		Cape Center	
21	<b>III</b>	Develop Training Schedules & Finalize Room Reservations	55 days?	Mon 7/2/12		Cape Center	Need to discuss this item (DRAFT should be close to Final)
22		Training Communications	1 day?	Fri 8/31/12	Fri 8/31/12		Need to discuss this item (Drivi 1 should be close to 1 mar)
23		Draft Mandate Memorandum Regarding M&S Training	1 day?	Fri 8/31/12		Communications	From the Mayor Office
24 24	<b>III</b>	Roll-out M&S Training		Wed 10/10/12		Cape Center	5 Training Sites (Scheduling to begin next week)
24 25	<b>=</b>		58 days?			'	5 Training Sites (Scrieduling to begin flext week)
26 26		Revise Chapter 14  Revise both instrument (Ch. 14)	1 day?	Mon 1/14/13 Mon 1/14/13		Salary Admin. Salary Admin.	
27	<b>III</b>	Phase III: System Go-live	114 days?	Wed 8/8/12		PMSI Team	
28			,				
29	-	Identify & Configure New System	83 days?	Wed 8/8/12 Wed 8/8/12		PMSI Team Cape Center	Modeanne (Lead) - N. Dinneck S. Ward C. Wilson B. Sneda A. Hallan
30		Develop & Document Business Requirements	26 days?				Modeanne (Lead) - N. Pinnock, S. Ward, C. Wilson, P. Spada, A. Haller
	<b>✓</b>	Complete Initial Requirements Development	6 days?	Wed 8/8/12		Cape Center	
31 32	<u> </u>	Distribute Requirements Survey to Dept. Directors	1 day?	Fri 9/7/12 Fri 9/7/12		Cape Center	
		Process Feedback and Update Requirements Document	4 days?			Cape Center	
33		Identify Data Elements	1 day?	Mon 8/20/12		Cape Center	
34	<u> </u>	Finalize Requirements and Distribute to IT	1 day?	Thu 8/30/12		Cape Center	
35	<u> </u>	Develop Technology Requirements	17 days?	Thu 8/30/12	Fri 9/21/12		Date range will change
136	<b>=</b>	Vet Software Options	10 days?	Mon 10/1/12		PMSI & ITD	
137	<b>III</b>	Discuss Funding (Licensing, Building, or Buying)	23 days?	Mon 10/1/12	Wed 10/31/12		
138	1	Software Acquisition	22 days?	Thu 11/1/12	Fri 11/30/12	Cane & ITD	

	City of Houston Performance Management System Implementation Project Plan 31%									
ID	0	Task Name	Duration	Start	Finish	Resource Names	Comments/Notes			
139	111	Review data	22 days?	Thu 11/1/12	Fri 11/30/12	Cape & ITD				
140	111	Identify gaps/issues	22 days?	Thu 11/1/12	Fri 11/30/12	Cape & ITD				
141	111	Resolve issues	22 days?	Thu 11/1/12	Fri 11/30/12	Cape & ITD				
142	111	Test	22 days?	Thu 11/1/12	Fri 11/30/12	Cape & ITD				
143	111	Go-Live Go-Live	22 days?	Thu 11/1/12	Fri 11/30/12	Cape & ITD				
144	1	Develop Basic End-user Material (BEU - Wave 3)	53 days?	Thu 11/1/12	Mon 1/14/13	Cape Center	2-hr Training			
145	111	Create Pre-work Activities	53 days?	Thu 11/1/12	Mon 1/14/13	Cape Center	Dates will change			
146	111	Create Instructor Manual	53 days?	Thu 11/1/12	Mon 1/14/13	Cape Center	Dates will change			
147	111	Create Participant Manual	53 days?	Thu 11/1/12	Mon 1/14/13	Cape Center	Dates will change			
148	111	Create PowerPoint	53 days?	Thu 11/1/12	Mon 1/14/13	Cape Center	Dates will change			
149	111	Create Post-test	53 days?	Thu 11/1/12	Mon 1/14/13	Cape Center	Dates will change			
150	-	Present Final BEU Deliverable	53 days?	Thu 11/1/12	Mon 1/14/13	Cape Center	Dates will change			
151	1									
152		LEGEND	1 day?	Mon 6/25/12	Mon 6/25/12	LEGEND	LEGEND			
153		Groups	1 day?	Mon 6/25/12	Mon 6/25/12	LEGEND	LEGEND			
154		Black - OCR, Legal, ARA, Mayor, PMSI Collaboration	1 day?	Mon 6/25/12	Mon 6/25/12	LEGEND	TRANSLATION			
155		Purple - Cape Center	1 day?	Mon 6/25/12	Mon 6/25/12	LEGEND	TRANSLATION			
156	1	Blue - Communications	1 day?	Mon 6/25/12	Mon 6/25/12	LEGEND	TRANSLATION			
157	1	Green Salary Administration	1 day?	Mon 6/25/12	Mon 6/25/12	LEGEND	TRANSLATION			
158		Teal - Project Management	1 day?	Mon 6/25/12	Mon 6/25/12	LEGEND	TRANSLATION			
159		Maroon - Special Assignment	1 day?	Mon 6/25/12	Mon 6/25/12	LEGEND	TRANSLATION			
160		Olive - ITD (Cape)	1 day?	Mon 6/25/12	Mon 6/25/12	LEGEND	TRANSLATION			
161		Task Monitoring	1 day?	Mon 6/25/12	Mon 6/25/12		TRANSLATION			
162	-	Gray - Delayed Task (1-2 occurrences)	1 day?	Mon 6/25/12	Mon 6/25/12	LEGEND	TRANSLATION			
163		Red - Delayed Task (3 or more occurrences)	1 day?	Mon 6/25/12	Mon 6/25/12	LEGEND	TRANSLATION			